

ADMINISTRATIVE — INTERNAL USE ONLY

DTR-0719

12 September 1974

MEMORANDUM FOR: C/ISAS

SUBJECT : Thoughts on Centralization of ~~CTV~~ Activities

1. It has been suggested that the Agency move in the direction of centralization of ~~CTV~~ activities in order to avoid the inefficiencies and costs associated with the present system of uncontrolled proliferation of independent capabilities. Unwarranted duplication of production and distribution facilities; acquisition of possibly incompatible and obsolescent equipment; under-utilization of material and human resources; multiple contracts for repair and maintenance of equipment, and uncertain systems for storage and retrieval of information on tape all are of legitimate and considerable concern. However, centralization of everything connected with ~~CTV~~ operations is unnecessary and probably unrealistic. The mind boggles at the notion of sweeping under one roof the heterogeneous ~~CTV~~ activities of such disparate groups as [REDACTED] CRS, OJCS, CTR, Office of Security, Office of Communications, et al., complete with the technical functions of production, distribution, maintenance and repair, and storage and retrieval, as well as the administrative functions of budgeting and personnel management, and the logistical aspects of equipment and space. The question, then, appears to be one of what might be centralized to achieve the desired efficiencies, and what can be left more or less as is.

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2. Given the power of ~~CTV~~ as a medium of communication, it is reasonable to assume that at some future time the Agency will want to have in the Headquarters Building a facility for producing live and taped programs in color, and a system for distributing programs to receivers located in the Headquarters Building and at selected installations in the U.S. and abroad. Even if the concept of "live" transmissions is omitted, it still is advisable to consider the Headquarters

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Building as the site for the production facilities because most of the program sponsors and the people who will appear on tape are located there, as is the bulk of the potential audience. At a minimum, the production side of such a facility will require studios, control rooms, a preview room, and a construction and storage area for sets and props. Production facilities should include equipment to handle "live" and taped programs "on location" within the Headquarters Building, and portable equipment for taping programs at remote sites. Studios and control rooms must be capable of the following:

- Off-the-air taping of commercial telecasts;
- Copying of tapes made available by public and private producers;
- Transfer of motion picture film and other visuals to tape;
- Transfer of taped programs from one format to another;
- Live transmission and taping of in-house productions (training and orientation, intelligence briefings, management and administrative messages, employee relations and morale programs, etc.).

3. The distribution function will require a distribution center for the transmission of both taped and "live" programs, and for the dispatch of tapes, receivers and playback equipment to would-be viewers without equipment of their own. The center will also need storage space for equipment not in use. Production and distribution personnel will require office space. Distribution of "live" programs within the Headquarters Building will require installation of coaxial cables. Live transmission from Headquarters to other locations probably is not worth considering at present because of cost and security factors involved in extended cable systems or telecasting via ITTS frequencies. Taped programs probably will be prepared in 3/4-inch videocassette format for distribution to playback units within and outside the Headquarters Building.

4. Despite the existence of a central production facility at Headquarters, certain offices will continue to need some CTV capability of their own because of the specialized nature of their responsibilities and/or the geographic locations in which they conduct their business. It is most unlikely, however, that any office with a legitimate requirement for some CTV capability will need to duplicate the full range described above for the central facility. Using OTR as an example, ---

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- Color production could be left to a central facility;
- Color cassette playback units and monitors would be needed at Chamber of Commerce, [REDACTED] locations to handle existing programs incorporated into training courses;
- Complete, simple CCTV systems in black and white (cameras, recorders, monitors, playback units) would be needed at C of C in order to continue and to expand in-course, self-improvement modules such as those now in the course in Practical Supervision for Cosmo Supervisors, the new Counselling Course, and the Intelligence Production Course;
- Production equipment for slightly more sophisticated applications than those possible with the simple camera-recorder system would be needed at [REDACTED] because of the inefficiencies involved in travelling to and from Headquarters to make training tapes for use in [REDACTED] courses;
- Storage of master tapes and the transfer from one format to another could be left to a central facility;
- Repair and maintenance functions should be performed by a central unit, except in cases where it would be less expensive and more effective to have local servicing of equipment.

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5. In sum, then, this paper suggests that the Agency opt for an overall CCTV capability consisting of ---

- a central facility for the production of color programs;
- a number of localized production facilities limited to black and white programs;
- both central and localized distribution systems, the latter geared to the needs of the particular customers;
- a central storage and retrieval system for master tapes;
- a centralized maintenance and repair facility with localized servicing wherever circumstances dictate.

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6. Finally, in order to provide some kind of control and guidance over both the central and the localized facilities, the following is suggested:

- a. Create an independent authority empowered to monitor activities and growth of the central facility and to review and approve requests for expansion or establishment of localized facilities.
- b. After approval is granted to establish or expand a localized facility ---
  - personnel requirements and assignments will be coordinated with the independent authority;
  - day-to-day personnel management will be left to the operating component;
  - budgeting for equipment will be the responsibility of the operating component;
  - coordination of equipment budgets will be the responsibility of the independent authority;
  - an overall inventory of equipment will be maintained by the independent authority;
  - requisitioning of equipment will be left to the operating component;
  - authorization of equipment requisitions will be the responsibility of the independent authority;
  - purchase of equipment will be accomplished through the central facility;
  - the central facility will be responsible for providing advice on equipment, operating methods and techniques, and training of personnel for C&TV assignments.

7. To get from where we are today to where we probably want to go will take a lot of time, money and effort. For instance, given the present horrendous situation with regard to space in

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the Headquarters Building, it is unlikely that a color studio and supporting space will be quickly or easily acquired. On the other hand, it should be a simple matter to create the suggested "independent authority" and to endow it with sufficient power to put the brakes on further uncontrolled expansion in CCTV.

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C/DIG/PDS/OIR

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MEMORANDUM FOR: Deputy Director of Central Intelligence

The Central Intelligence Agency needs a CENTRAL "Media Resources" unit. In many cases, requests for media services today have to go through three or more offices to get the final product. A central unit with trained personnel would allow all requestors to come to one spot for service and guidance. If such a unit operated now it would improve:

- a) communication within the intelligence community
- b) Intra-Agency communication
- c) allocation and effective use limited agency media resources
- d) overall product quality

In many instances, the system or individuals in it discouraged requestors from obtaining the needed work. If they do get work done, often it misses the target.

One reason it misses is that a miscellany of mini-facilities doing parochial work have been set up. Many people have seen the need for media advice and production and want to improve. These same organizers unfortunately do not have the experience to understand the media and its potential. Although well intentioned, these individuals become little more than "mechanics." Because of the second rate product they produce, they harm the effort they are so committed to helping.

This wastes people and resources. If we reallocate, where feasible, all agency resources under one central "clearing house", it could reduce duplications of effort, equipment, space, and operating expenses. Liaison would be enhanced between all of the media/graphic arts' personnel previously isolated by proprietary organizational barriers.

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A media resources' unit could be staffed by trained and experienced audio/video production personnel presently in the Agency. Quality control would be implicit in every phase of production. The product therefore would be first rate.

The centers experts could best determine the most effective medium to use for any given requirement. This would minimize or eliminate overkill and inefficient or under use of resources.

Buying material for only one facility should reduce the number of separate requisitions in process. By eliminating marginal facilities it also may be possible to reduce slots, inventory, training, space and power allocation and other overhead.

#### Products of a Media Resources Center

Presentation Feedback would be a valuable service not now exploited. Simulated practice for top-level Agency briefers who may have to face audiences ranging anywhere from friendly to hostile could be arranged in the privacy of the center. President Ford himself practiced on videotape before giving his nomination acceptance speech in Kansas City. The immediacy of the objective feedback provides officials with the flavor and possible impact of their presentations.

Public Relations films, video, or sound-slide programs. NPIC produced one such for the National Consortium for Black Professionals. Now it is being shown around the country at various conferences and college campuses. The purpose of that effort was for enhancing the Agency's image.

Training Media. The "search" videotape, now is used in five Agency courses plus orientations.

Canned briefings. One man and a video tape could present briefings to

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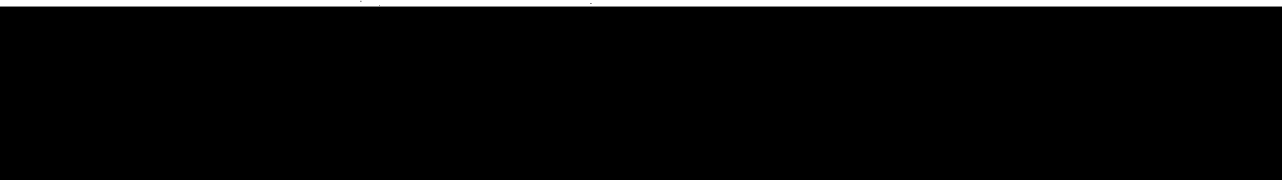
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intelligence community members, as opposed to "teams" of briefers carrying armfuls of material.

Programs for liaison. On-going Agency projects could be explained to other individual or services by those individuals most knowledgeable.



Internal Communication Packages. Video taped shows could brief employees on Agency culture and guidelines; or changes in guidelines could be incorporated rapidly.

Staffing

A central media resources facility should be at the office level reporting perhaps to the Assistant to the DCI. This way any component of the Agency could come to the center on an equal footing, while the DCI and the DDCI would also have direct access... which also dictates that it should be housed in the headquarters complex.

Since we are the Central Intelligence Agency, we should lead the intelligence community in intelligence dissemination techniques. Video is a proven fast method and color is a must. Since today's society is so visually literate due to the viewing of so many hours of sophisticated commercial television, all of our media products should be high quality to get maximum audience impact.

Assigning a committee to review the need at this time would come too late. The ODP, NPIC, OTS, OTR, OC, CRS, ODE and [REDACTED] are just a few of the present producers/users of the media. Their use already indicates interest,

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need and acceptance. Even now, at least four components use or plan to use various color video equipment.

A coordinated, centralized media resources center should be established now before the Agency wastes more money to serve too many diverse areas which best could be served by one, well equipped professional unit. By doing this now, or setting it in motion, we could

- eliminate unnecessary equipment
- insure use of equipment by well-trained operators
- create professional-appearing products expeditiously

This is a brief overview of my ideas on the subject. I would be eager to talk with you to amplify these matters, at your convenience.

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## ROUTING AND RECORD SHEET

DDA Registry

File

Training

SUBJECT: (Optional)

Centralization of Agency Television Assets

FROM:

Director of Training  
1026 C of C

EXTENSION

3245

NO.

OTR 76-3011

DATE

17 November 1976

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDA  
7D26 Hqs

RECEIVED

FORWARDED

30 NOV 76  
*Allen*

2.

3.

*D/OTR*

4.

1026 C of C Bldg.

5.

6.

7.

8.

9.

10.

ADDA:MMalanick (30 Nov 76)

Distribution:

11.

Orig RS - DTR w/Orig of Att (DDA 76-5762)  
1 - DDA Subject w/cy of Att + DDA 76-5613  
1 - MJM Chrono

12.

DDA 76-5762: Memo dtd 17 Nov 76 to DDA fr DTR,  
subj: Centralization of Agency Television  
Assets

13.

DDA 76-5613: Draft memo to DDCI fr [REDACTED]  
re Central "Media Resources" unit

14.

15.

*Harry:**Please see me**Allen*

30 NOV 1976

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